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How we can sell more  
Doherty securities in our...

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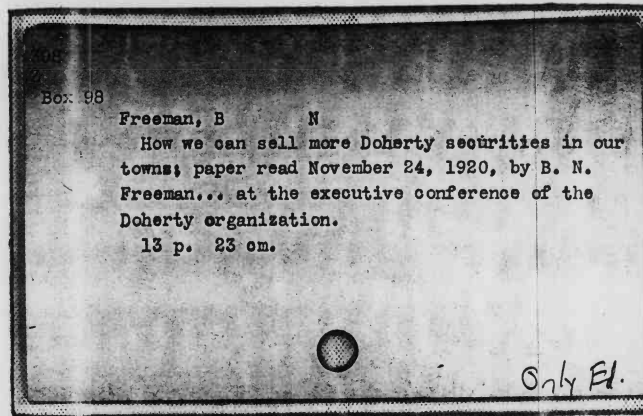
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**HOW WE CAN SELL MORE  
DOHERTY SECURITIES  
IN OUR TOWNS**

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PAPER READ NOVEMBER 24, 1920

BY

**B. N. FREEMAN,  
MANAGER BOND DEPARTMENT**

AT THE

**EXECUTIVE CONFERENCE**

OF

**THE DOHERTY ORGANIZATION**

14-  
File June 27, 1923

It was several years ago when in the consideration and discussion in the Bond Department of ways and means to widen and to increase distribution of securities, there arose the contemplation of the factors to that end which the Bond Department already held at command if it were able to bring those factors into co-operative, effective working. The thought was presented that at each subsidiary of Cities Service Company, through the operating office of the subsidiary, there existed a field for distribution, and a power to effect that distribution; ways and means in hand, which, if utilized, would be of moment in the production of funds continually required in the progress of this business. The question was how to utilize these forces, how to make them effective. At the time this thought was in degree only passingly incidental. Its scope and the magnitude of its possibilities were not as yet deeply realized. The statement was made, however, that if each of these agencies could be brought into live working order as distributors of securities, regularly and consistently at work, not for the day, but continuously, we would have in the aggregate a wonderful selling Organization. On the other hand it was realized that the Managers at operating points had their own problems, and normally were engaged in an entirely different field of activity. Each was building his demand for service, constructing and improving plants, and the minds of Managers and their labors were engrossed in meeting and mastering the problems every day presented. It was realized that to plunge full-fledged at each Manager to enter an entirely different and strange activity, its proper connection would oftentimes not be realized, and again, if accepted in fullest sincerity and the problem vigorously attacked, there might result an influence deterrent to best achievements along the lines of work in which the Operating Manager was already over-occupied. But the thought having been breathed into life it grew with the passing of days, until finally, about five years ago, there was transmitted to the Operating Managers an initial communication directing their attention, and suggesting ways in which to interest service consumers in the acquirement, as investors, of our securities. This was pioneering, and attracted some little attention from various of the Managers. The seeking of investors among service consumers was then a comparatively new thing. Only a few of the Central Stations were located in cities of material size—representative centers of business; Managers were driven at their own work. Rates of interest were high at most of the operating points, and the current creation of savings, and the investment by individuals in Bonds, Preferred and Common stocks and other classes of securities familiar to the money marts of Eastern Cities, were more frequently than otherwise but little known among the residents to whom electric or other service was delivered. However, as stated, at different points the ideas and plans advanced met with attention and results sufficient were had to indicate that the faith was justified that the inspiring of real, consistent effort would achieve results of value. In 1916 another communication in further elaboration was transmitted, and early in 1917 a more extended advice on the subject of selling securities to consumers was forwarded. These were the initial steps.

During these and later years to date, the distributing end of the business known as the Bond Department has grown, and to many it has

seemed that it has grown with much rapidity. To us within the Bond Department, as we look back, and as we look out upon and contemplate the size and prosperity of our country, the number of its inhabitants, and the magnitude of earnings and wealth, it more deeply seems as though this growth in distribution has been small as compared with that which might have been attained. If the growth then has not been to our thought as rapid as it may appear to many, this may be due to the fact that the conduct of business is always replete with pitfalls, and care has had to be exercised in each step taken to make certain, if possible, that the step forward be on firm ground, and successful. Not always has this happened; mistakes have been made, and expenditures have been incurred which better might not have been, but all in all progress has been made in gratifying degree.

In the upbuilding of direct distribution, and the fostering of more intimate and effective relations with brokers and dealers in the larger cities, a system of establishing branch offices was entered upon. Among the early offices established was that at Denver, and accompanying this, and as a part of its work, there came the particular distribution of the Preferred stock of the Denver Company to the consumers in that city. This work was eminently successful, and demonstrated anew that the service consumer could be reached and made an investor in the securities of the local company, and as well an investor in the securities of the parent company, Cities Service, each achieving the same end of making the service consumer interested in and an ally of the supplying company.

Since the date at which the start was made by us in this character of enterprise—the distribution of securities to the service consumer—Consumers Ownership work, the idea has grown apace throughout the country at large. Others may have outstripped us in this particular duty. Your speaker has not tabulated, nor attempted to tabulate, the achievements along this line of many other companies. It would be difficult in any event to compare the achievements of others with our own, not merely by reason that we are spread over a wider and more diversified field, but as well in that establishing branch offices, we have distributed through them at many different points in what is in reality consumers ownership, volumes of securities which it has not been possible for us to segregate and classify under this identical head—at Denver, Toledo, Mansfield, at Cleveland into adjacent districts throughout which our Central Stations deliver service. In this way conduct of our business has been so intermixed in its nature as to forbid the closest analysis in dollars and cents of that which might, and perhaps properly should, be classified as consumers ownership distribution.

The latest and strikingly successful work, not directly perhaps consumers ownership, but allied to the same character of distribution, was the plan conceived by Mr. Bump and Mr. Naumburg in conference at the N. E. L. A. meeting a short time since at Pasadena, namely, the distribution of Cities Service Preferred to employees under the Offering which closed September 30th. Under this Offering approximately 11,500 shares Cities Service Preferred were distributed to employees and family members, and approximately 2,347 new names were added to the list of stockholders, and approximately 2,775 employees either increased their holdings or for the first time became

interested as actual stockholders in Cities Service Company which such employees either directly or indirectly serve. This was accomplished through the enthusiastic support and energetic endeavors of the Property Managers of practically every subsidiary company. Expression of the appreciation of the assistance rendered has already been extended to those who are listening to these remarks, and I would take this opportunity to again voice that appreciation, accompanied with the hopeful suggestion that each of you is so well pleased with that which you were able to do, that upon the occasion of some other Offering which will in the course of time be evolved for your special care, the good results attained this time will then be doubled, thereby bringing into your consciousness under interest compounding a more than doubled sense of satisfaction to yourselves in such splendid accomplishments outside of and independent of your regular work as ordinarily conceived as Operating Managers. We give the glad hand to you now, we will give you both hands then.

Under the development of the idea of consumers ownership, it has become more and more current and normal for the Operating Manager to realize that the securities end—the raising of money—is a factor to which he may properly give thought and effort, making it a part of his duty in achieving best issues for the operating company of which he is in charge. The Operating Manager has grown to realize that the making of his plant and business a profitable success is largely up to him, and that it is of the greatest import, not merely that the business be profitable, but that the results which he attains be such as to establish the securities of his Company in such high degree that through them may be commanded the money necessary for the protection of that which already exists, and for the up-building and care of the business which is to come, and also that everything he can do helpfully in way of marketing those securities, or of the parent company, is a factor, and an important factor, in the success of his operations.

All in all in the passing of years and the changes of time, the day has come when the distribution of Company Securities to the customers of Central Stations is recognized as of first importance. For the past two years it has been given particular attention by the N. E. L. A. That organization is now fostering an extensive and elaborate campaign and all leading Central Station organizations are actively utilizing this field for financing. The wonder is that the full realization of its value has been so slow in dawning, and the opportunity afforded so slow in being grasped.

Now let us pass to features somewhat more concrete and definite, to the possibilities which rest with you in co-operative assistance to the Bond Department in the marketing of securities, and thereunder the helping and stabilizing of your own Company and its activities, and of Cities Service Company, to which your Company is subsidiary.

Through the development of these later times it has become impressed upon the realization of each of you that every added investor among your service consumers is an added ally. The thought and sympathy of the individual follows the invested dollar. One aim of the Doherty Organization is to give service, service of the best. Another aim of the Doherty Organization is to produce securities, safe beyond the peradventure of time, securities the best of their respective classes,

securities well-based on honest enterprise, and while liberal with the investor, with the dealer, the broker or other distributor, yet distributed with net economy in honest way. There is nothing flamboyant about the Doherty Organization. It taints no part of its activities with get-rich-quick plans or ideas. The Organization believes in and promulgates thrift, and from one end to the other, and throughout the entire Organization, there exists the desire to co-operate, and the aim to attain co-operation, the up-building thereby of the Organization and its results, the up-building thereunder of each member of the Organization and his results, to the injury of none.

Served by the plants of Cities Service Company there are more than a quarter of a million service consumers. The interests of Cities Service Company are not large in electric railways, but if we count those who travel upon such railways as service consumers this number would grow to nearer the million mark. But speaking of consumers of service in the ordinary sense, each may be said to represent three or four potential investors, for each, or nearly so, is the head of a family or enterprise. If we extend the consideration into broader lines, to the employees of plants which are service consumers, this number would be greatly enlarged. In round figures, for the purpose of this contemplation, we will say that the total of service consumer potential investors amounts to five hundred thousand, five hundred thousand investors directly interested in our service, who can be reached by well adapted methods, and brought into the family of investors in securities of Cities Service Company or of subsidiary companies. The aggregate number of holders of Cities Service Company securities to-day exceeds seventy thousand, by many thought to be an amazing number, but great as it is it is markedly less than the total number of potential holders of such securities afforded by the field of consumers ownership alone.

Let us conceive by well directed and thoughtful attention, accompanied with well directed and thoughtful co-operative work, that upon an average the sum of \$100 of Doherty securities, to use that term for Cities Service Company securities and the securities of subsidiary companies, were to be sold in 1921, to each of these potential service consumer investors. Such an achievement would not seem to be extravagant to contemplate, the achievement of bringing into the family of holders of Doherty securities, investors in our towns, to the extent of an average of \$100 for each service consumer during the year 1921. Intensive cultivation, definite systematic work, will do this. We know this for we have one small town where it has been regularly accomplished. This \$100 during the year would mean thirty cents per day on an average for each service consumer. Thirty cents per day is perhaps a fair average of the amount of each service consumer's consumption of cigars per day, which all passes away in smoke. Thirty cents per day, perchance, may be a fair estimate of the saving made as an average by each service consumer in the amount heretofore expended for strong drink, now prohibited, therefore, not to be had—the saving thus made compulsory. Your speaker from experience believes that when he gives this thirty cents per day figure for the smokes and the liquid condiment, he is safely within the mark. There may be those among my hearers who can verify the suggested average. You want, and we want, and the service consumer

will want that saving invested in our securities, to become to him and to us an earning power. Thirty cents per day makes in a year that \$100 of which I have spoken. That \$100 passing into Doherty securities by each of the five hundred thousand service consumers, speaking as an average, creates a total of fifty million dollars. Now the figure becomes big, but in reality it merely represents the care, and the attention, and the work which is extended in fine co-operative spirit to get it, and if we all lend a hand we can get it; altogether we can get it.

Now if these fifty millions of dollars passed into all of the various securities of Cities Service Company, its effect in the progress of the business, in the ability to move that business forward into the greater future and the greater profit, would be the same, but to utilize an example, we will say that it all passed into Cities Service Preferred stock. That would mean at present market value an investment into Cities Service Preferred stock almost equal to the entire value of the present outstanding capitalization in Cities Preferred. If such a demand and distribution were created in one year to what market price do you imagine Cities Service Preferred would rise? Equivalently this amount of new investment so distributed and passed into all the different Cities Service Company securities would have its similar comparative effect on market prices therefor. There is something for you to think about. A great many of you, I imagine nearly every one of you, own some of those securities. We are in the midst of battling times. The work which can produce a great army of modest investors in our securities to such an amount of dollars in addition to the distribution which we now enjoy means prices for those securities far above the prices which rule to-day.

At each one of our operating plants there resides this field of potential investors, waiting to be allied in interest and in endeavor with your work and your interests. It is a segregated field, by the very nature of business relations already established, belonging to us. Others may knock at the door ineffectually—we always have the ear of each of these potential investors. That is worth dollars—and saves shoe leather. In bringing them into our family we not only work down into a smooth running well-based road, the pavement over which the car of financial need may run, but you smooth away many other wrinkles and frictions, and many other trials and tribulations, with which the Operating Manager is daily confronted. Your investor is your ally. This dream is worthy of your thought and of your work to bring it out from dreamland into an active living force in attaining the highest success in your problem as an Operating Manager. To that end, and to enable us to help you, and you to help us, we want you to write us your suggestions of anything which will aid achievements in your particular field, or at large, from your point of view.

Early in my remarks I mentioned that the Bond Department, perchance, had not grown as fast, according to its own contemplation as it might have grown. We also have our trials and tribulations. It would look as though when the mind conceives the magnitude and value of the field offered in consumers ownership, and in our own towns, that we should have compassed it thoroughly and completely long since. We may give a modest alibi in this, that it is difficult to find men to fit into the exact niches, and it is better to move slowly than

to move so rapidly as to overturn the cart and spill the apples. It has been said by a well-known authority that the able man sees the important thing and seizes that as the thing to do, but in the grind and rush of business, the daily little things also have to receive care, and be moved out of the way, or the wheels will not turn. The machinery must be kept free from grit, and well oiled. These are the details. They take time. They must be handled regularly, constantly and efficiently, and the track kept clear. Nevertheless, it would seem that, with the growth and general understanding of the potentialities of consumers ownership, that the road is now open, and the way clear for more rapid advance than has ever heretofore occurred. Much has been done in our Organization already along these lines, but that which has been done will be found to be small with that done in the coming future, if we accept and make the most of the opportunity afforded by consumers ownership, with all its ramifications, as I have endeavored in degree to convey to your mind.

One further thought—as you become interested, and annex this work, you will find it will fit in and become as natural a part of your system as any other part. Under it you will become more and more intimately acquainted with all kinds and differentiations of securities, methods of handling, and all other affecting details and factors in financial matters. You will imbibe and absorb a knowledge and understanding that will be of value every day to you, your operating problems and your own future and investing abilities.

In the discussion on this subject you will hear further ideas and plans. Mr. Naumburg will follow with some elaboration in more detail, and others will speak to you perhaps more effectively than have I.

The speaker hopes that he has not already wearied you, but in closing will add a few words. How can we sell more Doherty securities in our towns? By laying out the plan and going to it; by taking advantage of a time more opportune than which none has ever existed. First your activities will be in securities of a great Company with a record which ranks with the best, or in the securities of a subsidiary integral part of that Company, a Company whose business stands unaffected by after-war readjustments, and whose earnings exhibit splendid increases, with an outlook into the future never better, a Company whose securities are already well known, and enjoying the highest order of markets, a Company which is known to practically every one of your possible investors. Next you will have the backing and support of an active and excellent Distributing Organization already existing, under which there already exists a distribution of securities the like of which has never been had by any similar organization, a distribution which is the mark to attain of numerous other business organizations, possibly is envied by some; but beyond and above these auxiliary helpful elements is that of the condition of prices themselves. Commodity costs have risen to unheard of heights, correspondingly market prices for securities returning fixed rates of income have declined. The tide is now the other way. A 1921 campaign, therefore, will be in favorable position to distribute securities at prices which under the tendency of the times and all indications are bound to advance through natural conditions. The regular payment of excellent dividends, or other income, will give added impetus to favorable reception by the

investor, and if prices advance in accordance with the natural indications, investors become pleased, and assist by spreading the good news. Again, you will be aided by a strong financial position, which permits you to distribute securities on partial payment plan, full advantage of which may be taken to the increasing of sales and the inculcating of regular thrift savings, passing into sound investments.

In concluding let me remind you, that we are Americans, and Americans are full of energy and quick alertness, resourceful particularly as salesmen, and that as salesmen using these gifts, their wits, while adhering to facts, Americans achieve. Even so will you and we achieve in selling more Doherty securities in our towns, in the campaigns of Consumers Ownership as these may come before you for action.

THE CHAIRMAN: Gentlemen, this subject is open for discussion. We will be glad to hear from Mr. Carl T. Naumburg, who is one of the assistant managers of the Bond Department.

MR. CARL T. NAUMBURG: Of the possibilities of consumers ownership you have been made fully cognizant, not only from Mr. Freeman's address, but from the literature and statistics which have been placed before you by the National Electric Light Association as well as from other sources. Further elaboration as to its advantages, both from the standpoint of public policy and finance, is superfluous. The executives of the Bond Department have considered consumers ownership from all possible angles and there is no movement which we have discussed and agreed to undertake for which we have greater enthusiasm and which we believe is possessed of greater possibilities. These views are shared in their entirety and have met the unanimous approval of the entire Organization, having been considered from all aspects by Mr. Scott, Mr. Bump and Mr. Williams, the three executives most directly concerned.

It has always been the opinion of the Bond Department that consumers ownership could be most successfully handled as a local issue; that is, by giving special consideration to the problems of each property considered as a separate entity, rather than by trying to establish and adhere to any hard and fast rule as affecting all the operating subsidiaries of Cities Service Company. It is entirely conceivable that a consumers ownership campaign carried on under the most favorable auspices at one property might prove entirely ineffective in another community and meet with most unsatisfactory results, just as an operating or new business policy which might prove very successful in one city would not be equally adaptable elsewhere.

With these thoughts in mind, the Bond Department is firmly of the opinion that consumers ownership should be, except for suggestions made as the cases demand from the Home Office, under the strict supervision and entire jurisdiction of the general manager of the property involved. In other words, the general manager, because of his familiarity with local conditions is far better able to pass upon all questions pertaining to a consumers ownership campaign—as for instance, whether a preferred stock issue of the local company could be sold more advantageously than a Cities Service issue, together with

all other correlated problems, than those whose knowledge is gained by a brief visit to the community in question, or by hearsay.

As you are aware, the Bond Department has, through a number of its district sales offices, been carrying on for a considerable length of time consumers ownership campaigns even though they have not been directly classed as such. The activities of our Denver, Toledo, Mansfield and other branch offices have been consumers ownership activities in every sense of the word even though they have not been perhaps directly recognized as such. It is, however, to the property whose community does not come under the jurisdiction of a district sales office of the Bond Department that these remarks are directed. To these operating subsidiaries of Cities Service Company our suggestions are as follows:

Let the general manager and as many of his executives as he desires to interest in this plan, determine that it is to their interest to inaugurate a consumers ownership campaign in their community; decide at the same time the nature of the security which is in their judgment and would be most salable—not for a flash campaign, but for a steady, determined and sustained sales effort of an entirely permanent character. These determinations having been reached, the next logical step would be to acquaint the New York office, in detail, with their wishes.

It is the idea of all the executives consulted that after a property has determined upon a consumers ownership campaign it is to be carried out as the individual company's activity. By this, we mean, that the local consumers ownership director (I use this title for lack of a better one) agreed upon or sent to the community in question by the Home Office, shall be carried upon the company payroll just as though he were a plant superintendent, new business manager or a secretary. That each property be handled as though they were a broker or dealer in investment securities handling the stocks of Cities Service Company—by this I mean that they shall be placed upon the Bonus Commission List, with which you are familiar. Copies of the rules and regulations pertaining thereto are available for immediate distribution for your detailed consideration. That the property selling the stocks of the Cities Service Company having been placed upon the Bonus Commission List shall file their claims and be paid upon the first of each month for sales made during the preceding month in the same manner that brokers file claims upon the forms provided for that purpose. It would then be our suggestion that the individual property undertaking a consumers ownership campaign would carry a special consumers ownership account upon their own books to which would be credited all commissions so earned and against which would be debited the local consumers ownership director's salary—all advertising, circularization, postage and other incidental expenses. At the end of the fiscal year it would be our suggestion that these credit and debit items be balanced and the remaining surplus be distributed to the local consumers ownership director and his associates, together with any other employees who, in the opinion of the general managers, are entitled to benefit by this distribution.

It is distinctly our idea to consider a consumers ownership campaign once undertaken a permanent part of the company's activities.

Our experience in communities such as Denver, Toledo and Mansfield, proved to a certainty that there is not a single city in which a Doherty property operates that can either be considered "over-sold" or even fully sold. It is not my intention in this brief discussion to enter into a further elaboration of the mechanical details of this plan. It is merely the purpose of the Bond Department to present their approved conclusions for the consideration of the executives here in session in order to provoke further debate and bring to the attention of those attending this conference an activity whose possibilities and scope know no limit except that of individual human endeavor and initiative.

It is the sincere hope of all those concerned that in the formulation of consumers ownership plans that each and every manager of the Doherty properties will feel entirely free to call upon this department for further information and to realize that every one concerned will welcome with gladness and gratitude any additions to this brief synopsis which I have been privileged to present.

THE CHAIRMAN: We will now hear from Mr. J. B. Johnson, of the Lorain County Electric Company, of Elyria, Ohio.

MR. J. B. JOHNSON: Mr. Chairman and gentlemen: I feel that I can add but little to the plan outlined by Mr. Freeman and elaborated by Mr. Naumburg in the discussion as to how to place more Doherty securities in the hands of our customers. I believe that it would be more of interest to bring out a few points I have in mind on the need for doing this rather than the means, and the means will then be more evident to you.

Some of you may know that we recently had a slight rate controversy with the City of Elyria, which was submitted to a general election. We were violently opposed by the one newspaper published in the city, with the result that we suffered a slight reverse on election day. The editors of the newspaper have been crowing and bragging ever since about how the electric company was licked, not having looked up the strict definition of the term, I guess, because we are a long ways from being licked yet. We simply suffered a slight reverse in the first bout, but that was all.

Following the election, there was a brief article in the paper which was sent in and printed under the column of "The Views of the People". This letter will show to you, I think, the vital need for having more of our customers as security holders. This letter reads as follows:

"Sir:

"I want to call your attention to one thing which seemed to have escaped you in the discussion of the electric light raise, and that is that there are several hundred stockholders of the Cities Service Corporation in Elyria. I have understood more than four hundred.

"My neighbor, who was arguing for them during the campaign, on the ground of 'justice', I have just learned, was a stockholder in the Cities Service Corporation.

"I have just wondered how many others might be arguing in this manner who owned stock. There were one-third as many stockholders in the Cities Service as there were votes cast for this increase, and if

all, or even if half of them were talking for it as my neighbor was, it explains the total vote.

"I want to call your attention to this because while the vote relatively was small, yet it has seemed to me it would be almost nil were it not for those who had money invested in it."

The brief statement that Mr. Freeman made, I think, was to the effect that the investor was loyal to the company, and I think that was never more clearly illustrated than in the case in Elyria. I believe that there is a vital need for that, and have felt so for some time, that we should get the securities of the local company in the hands of our customers. Of a great many people who have become security buyers, primarily by reason of having purchased Liberty Bonds, a large number of these are people who have small amounts to invest and have not given the matter of the purchase of securities mature thought. To them, Cities Service Company means a certain intangible thing they do not have a personal knowledge of. On the other hand, if they were the owners of the preferred stock or bonds of the local company, and the local company was in trouble, you would mighty soon realize that you had a formidable force of allies to assist you in any difficulty.

I think that the matter of the importance of the stockholders in any organization was never more clearly realized than during the steel strike some time ago. The National Tube Company, which is one of the subsidiaries of the U. S. Steel Corporation, has a large plant at Lorain. It was the only plant of the Steel Corporation, as I understand it, that was not seriously affected by that strike. I was informed by one of the executives of the National Tube Company that the only reason for that was the fact that a large percentage of the employees of that plant were owners of stock in the U. S. Steel Corporation. People are not going to strike when it is going to strike their own pocket books.

I want to read to you for just a moment, another slant on the need for having these securities in the hands of our customers and in the hands of our local people. This is taken from a small pamphlet which is circulated by the Illinois Committee on Public Utility Information. Part of it is as follows:

"Mr. and Mrs. Security Holder:

"You have probably noted that the attitude of the general public toward public utility companies, generally, is improving. This means of course, that your property has just that much more substantial foundation. It means, too, that an era of better relationship with the public has set in, which should grow in strength with every passing day.

"What is the cause of this better relationship? It is nothing more than a better understanding by the public—your neighbors and theirs—of the problems of the utilities. You know they have problems, just as the grocer or the steel manufacturer have theirs. But somehow your neighbors did not seem to realize this; probably because they never stopped to think about it or because nobody reminded them of it.

"Did you ever stop to think that, when you invest your money in any utility security, you 'buy into' that business? Security holders are the owners of the business. The president, vice-president, general

manager, et cetera, are merely working for the security holders, making the wheels of the business go around as it were.

"If you owned a grocery store, or any other business, and some person, moved by animus, hope of personal advantage or with Bolshevik tendencies, attempted to injure your property by spreading untruths about it, or even taking steps that might mean the confiscation of your property, you would immediately seek redress.

"Is the grocery store any more important? Any more of a necessity? Any more of a public benefactor? Or more stable in character than the public utility companies, which cannot quit business without wrecking the communities they serve, whose properties are spiked and cemented or buried in the ground; who, every time a new baby is born, must add new equipment to meet the additional demands for light, heat, telephone and transportation service that is to come?

"The time has come for the good citizen, as well as the investor, to ask—seriously: if property rights in public utilities are not to be secure, how long will property rights remain secure in the store, the factory, the farm, or even in the home that shelters you?"

We have heard in the last few days a great deal of discussion and some very just criticism about the condition of the public utilities; part of it due to a lack of earnings, which can be traced back to the direct lack of interest of the community which they serve. We have not sold our problem to them, nor the need for continued prosperity. The best and most effective way to sell that problem to them is to interest them in our business, and the best and most effective way to interest them in our business is to sell them the securities of our business. If we have a large number of local security holders, and dividends are skipped a number of times, you will have a storm of protest from these people compared to which the wails we have heard in the last few days will seem like a gentle zephyr.

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